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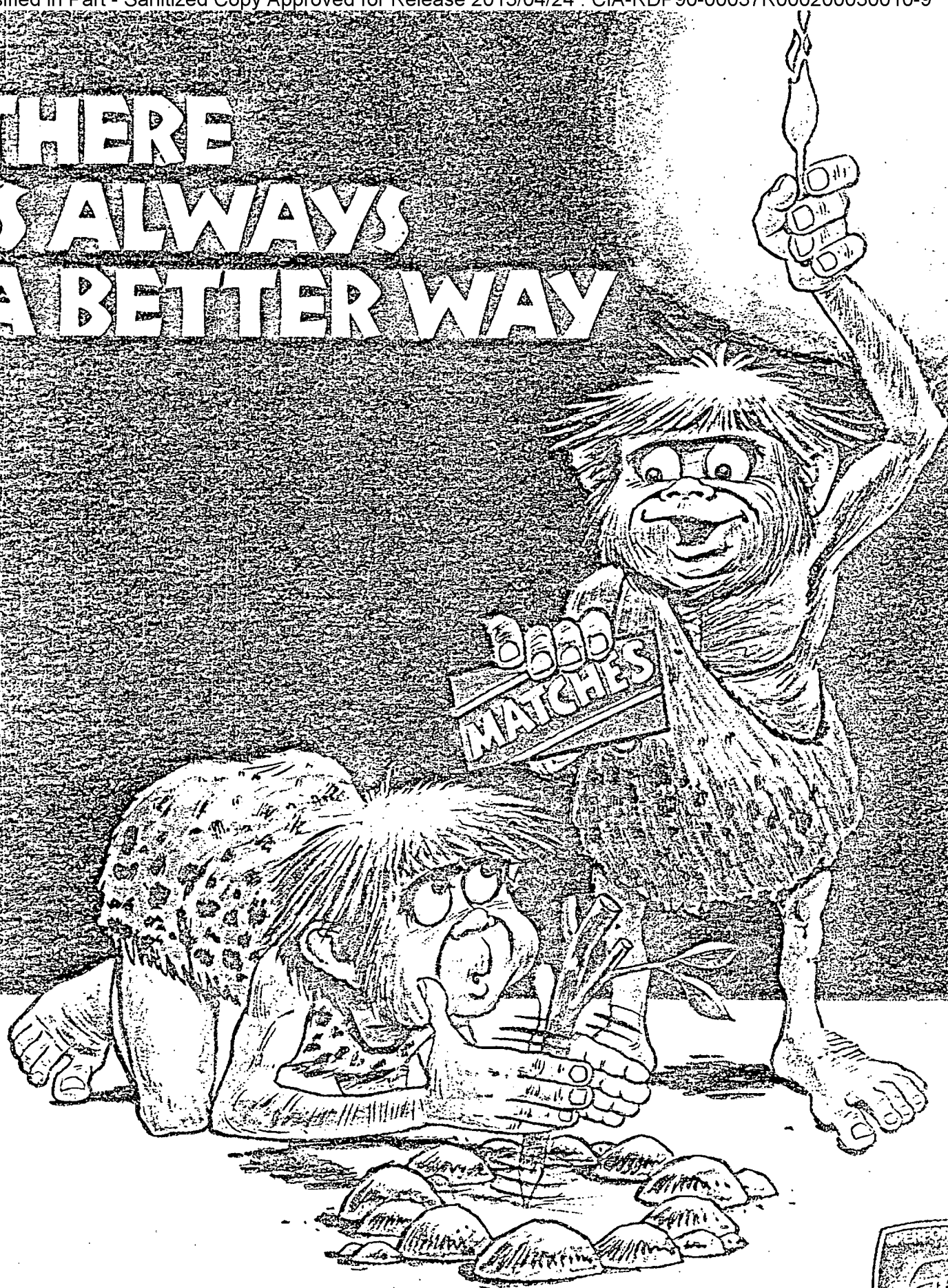
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**THERE  
IS ALWAYS  
A BETTER WAY**



**SECRET**

17 February 1984

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Product of DCI Exercises on Developing Goals, Principles,  
and Standards for CIA

1. I am proud to present the Directorate of Administration's product of your exercise in developing CIA's goals, principles and standards. I am particularly proud of the thoughtfulness and professionalism exhibited by our Directorate's inputs. This is particularly pleasing since we are often divorced from the intellectual side of the Agency, i.e., operational and analytical, and probably unconsciously considered the "hewers of wood and carriers of water." The papers we forward may belie that perception, if in fact it does exist.

2. As you will note from some of the Office Directors' memoranda to me, the exercise drew some skepticism and question of purpose and effective result. From what I have been able to glean from people involved, that skepticism soon evolved to a sincere interest in the exercise that in many cases resulted in people willingly working after hours on their inputs. I understand that many wanted more time to think about the exercise and to try to do a better job.

3. My direction to DA Office Directors did not tie them to a single procedure as to how to develop these papers. I did propose, however, in order to receive an input from "every corner of the organization," that they consider starting at the Branch level with all of the Branch inputs being synthesized at the Division level, and the Division level inputs being distilled into a product for the office. The Offices' inputs were used to develop a Directorate product. Some of the Offices used this proposal, others did not. In accordance with our discussion, you are receiving all of our papers. Where you see a single signature or name does not necessarily mean one person developed the paper but is the representative for the group.

4. I commend you on initiating this exercise but caution that we have a tiger by the tail. We have created great expectations, not to follow through would be disastrous. This atmosphere of expectation, hopeful expectation that this quest is genuine, implies that you and the senior management of the Agency are committed to excellence in all its forms. Lurking beneath this expectation is a latent cynicism born of past

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frustrations where expectations, however perceived by our people, came to naught. We, therefore, owe to our Agency an honest, realistic, and sincere push to strive for understandable goals and standards and to pursue excellence in every corner of the Agency.

5. In the notebooks attached you will find a theme running through the inputs that we are a proud organization--proud of our Agency, our mission, and our people. Our people believe we are better than other Government agencies and the corporate giants. They believe our codes of conduct and unwritten ethics are more rigid than either Government or the private sector. We understand the principle of "the customer is always right" but "do not operate for profit but with a sense of duty and pride."

25X1 6. During the past decade, starting in 1973, we went through considerable trauma with RIFs, investigations, and a less than hospitable Congress, news media, and public constituency. Decisionmaking was sucked up or pushed up. It became practice to get a legal opinion before making a decision. Our lawyer population grew from seven to currently [ ] We wrote regulations that were bureaucratic and involved enough people in the decisionmaking process to ensure that no one individual had too much at risk. We are still faced with the necessity of congressional approval of changes to our regulations. This must be changed. We must let the lower grades have an opportunity to take risks, to make decisions. Within our Directorate I have a Task Force composed of the Deputy Directors of the Offices studying ways to reduce bureaucracy in the Directorate and across the Agency. I will make the results of their findings available to the Executive Committee. Although I understand the facts of life and the difficulties we face, we must resist pressure from Congress and the Administration(s) to become another bureaucratic line organization, otherwise this will further erode our elitism and rob us of 37 years of tradition. We are not the Department of Agriculture but this country's protector of national security.

7. The theme of the suggestions and thoughts contained in the papers say we have a serious mission, that we are different from our federal colleagues, that we do a better job, that we want to reduce bureaucracy, that we need less upper level decisionmaking, that we deserve proper recognition for our efforts, and that we are "one Agency" with a common purpose. To meet these goals and expectations, there are a number of specific and general suggestions which the employees are charging you to consider and implement if at all possible. What these submissions tell us is that our people want to see positive action and movement; they want to participate as much as possible in decisions which affect them; they want feedback as to the quality and nature of their work; and they want no lowering in standards in the people we employ. We must continue to seek the best and the brightest.

8. Your personal initiative in pursuing the search for excellence and the sincere responses from our employees offer this Agency an excellent opportunity to take a close look at ourselves, enumerate fundamental goals and precepts, then take every means possible (using your authorities where needed) to implement them for the common good.

Harry E. Fitzwater

Harry E. Fitzwater

Attachments

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## DIRECTORATE OF ADMINISTRATION ADVISORY COMMITTEE (DAAC)

### STATEMENT OF GOALS

#### MISSION

To provide the finest, unbiased intelligence in the world.

#### OUR PEOPLE

People are our most important resource.

Our people must be:

- o Dedicated to the task at hand.
- o Ethical in all facets of their professional and private lives.
- o Disciplined in meeting the unique requirements of their profession.
- o Loyal to an Agency whose mission is in support of the Constitution of the United States.
- o Willing to endure an adverse environment.
- o Professionally skilled to fulfill our mission.
- o Willing to accept responsibility and challenge.
- o Willing to respond when flexibility and self-initiation are required.

#### MANAGEMENT

Our leadership must:

- o Articulate succinctly the organization's objectives.
- o Provide a climate that encourages creativity and innovation.
- o Encourage and accept reasoned risk taking.
- o Recognize and reward accomplishment.
- o Provide adequate training and guidance.
- o Be accountable for its actions.
- o Delegate authority and accountability to the lowest possible level.
- o Be prepared to meet employee expectations.
- o Challenge the imagination of our people.
- o Utilize effectively the unique authorities given to this Agency.
- o Demonstrate its implicit concern for its people.
- o Provide adequate and responsible communication channels to its people.
- o Provide a wide range of effective technological systems.

#### STANDARDS

Integrity of the highest order.

Complete responsiveness to our mission.

Ethical conduct in all activities.

Self-discipline throughout the work environment.

Development of outstanding skills, confidence and personal resources.

A summary of key ideas from this exercise:

-- Senior management needs to provide visual feedback to the participants of this endeavor to reinforce their confidence that this was not just another management exercise.

-- Our people have historically gone the extra mile based on the expectation that managers recognize and reward such effort without prompting.

-- There is an underlying belief that the DCI Special Authorities have eroded through disuse and an equally strong belief that many of the perceived stumbling blocks could be eliminated by invoking these Authorities.

-- Our people believe they are unique and want a leadership that fosters uniqueness as well as an atmosphere of caring and mutual respect.

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OCFN-M84-063

15 February 1984

MEMORANDUM FOR: Director of Communications

FROM: [REDACTED]

Chief, Foreign Networks Division, OC

SUBJECT: CIA Goals &amp; Principles - What Should They Be? [REDACTED]

Purpose - The Agency exists to provide the U.S. Government with the vital intelligence necessary to conduct foreign policy and protect national security. [REDACTED]

Organization - The Agency organization currently does not have the total mission orientation that is necessary to have it function as an effective team. The support elements, for example, are too disassociated from operational elements to be motivated by the goals that these latter elements are striving to achieve. The opposite is also true. The operational elements frequently chose to ignore good security practices, for example, if they "get in the way." Budgeting for support services is frequently hampered because the operational component that requires the support, e.g. communications, is not budgeting for that service, but rather the support element is. It's well known that support budgets are a prime target for the cost cutters even though the support in many cases is vital to operational success. In short, a better way should be devised to integrate support and operational elements to more effectively achieve Agency goals. [REDACTED]

Ethics - We should be a highly ethical Agency and our leaders at all levels must be setting the ethical standards by example. Having said that, we must also, however, realize the price of ethics as we deal in the international arena with those who are not ethical. As a team, with high ethical standards, we must, therefore, in the interest of national goals, be willing to play "dirty" if that's what is necessary to meet established, congressionally approved goals. [REDACTED]

People - Our employees are the basis for CIA's future success. We must recruit the best and brightest without lowering our high standards for acceptance. Benefits must be commensurate with the difficulties and restrictions placed upon our people due to overseas environments [REDACTED] security restrictions and other life long restrictions. Retirement plans, grade levels, medical benefits and adequate compensation for risks and hardships must reflect the Agency's and the Government's commitment to a superior CIA workforce. Internal recognition and reward systems as well [REDACTED]

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SUBJECT: CIA Goals & Principles - What Should They Be? 

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as clear availability of training opportunities are needed to maintain the desired highly motivated workforce. Our personnel standards, motivation, and individual commitment should be developed to be second to none.

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Management - We must be prepared to delegate responsibility to the lowest level commensurate with capability. Management must be willing to assume the risk with delegation in order to obtain the benefits of a more vibrant office. Responsibility and accountability need to be clearly identified and acknowledgement of successful accomplishments must be significant to stimulate risk taking, commensurate with Agency policy, by individual employees.

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Measure of Results - The Agency should attempt to measure how it accomplishes its purpose by establishing a formal feedback procedure which assesses the value and timeliness of our product - intelligence reporting. This can be done by collateral reporting, assessing current events against pertinent intelligence estimates, and by playing humint collection against technical collection (overhead, sigint and elint). Timeliness should be measured by assessing the time between when intelligence is collected and when the intelligence was finally disseminated. When a reportable event takes place, the time between when the intelligence report was disseminated and when the event took place should also be taken into consideration.

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Standards - The Agency's goal must continue to be to set the very highest institutional professional standards to ensure that the Agency product is the best obtainable. The standard must be to provide the highest quality and not the highest quantity. Individual standards must complement the institutional standards if the highest quality is to be achieved. Many individuals do set job and mission oriented standards; unfortunately, the job is sometimes not that assigned and the mission is often the individual's own career expectations. By some mechanism, individual standards must be oriented toward the Agency job and mission to produce the highest quality work. High quality work, in turn, must result in recognition or reward which meet the individual job and career expectations. Moral standards are more difficult to define but, generally, should be as high as necessary to ensure maintenance of required security. Above all, both professional and moral standards must be set objectively to achieve realistic goals, quality of product or level of service. If these are unrealistic, then the institutional standards will lack credibility and individual standards cannot be expected to complement them.

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